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**THE MODERATING EFFECTS OF EMPLOYEES' CHARACTERISTICS  
ON THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND  
EMPLOYEES' JOB PERFORMANCE IN LIBYAN OIL ORGANIZATIONS**

**OMAR IMHMED OMAR IMHMED**



**UUM**  
**Universiti Utara Malaysia**

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EMPLOYEES' JOB PERFORMANCE IN LIBYAN OIL ORGANIZATIONS**

**By**

**OMAR IMHMED OMAR IMHMED**



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**Universiti Utara Malaysia**

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## ABSTRACT

The main purpose of this study was to investigate the moderating effects of employees' characteristics (agreeableness, openness to experience, conscientiousness, and self-efficacy) on the relationships between leadership style and employees' job performance. Inconsistent findings in contemporary literature on the relationships between leadership style and employees' performance further motivate this study. Due to these inconsistencies, a new research stream emerged which suggests the investigation of the effect of a third variable that may better explain the nature of these links. Many theories have emphasized the necessity to investigate the role that employees' characteristics play on the leader-employee relationship. This study integrated four theories such as the path-goal theory, leader-member exchange theory, social exchange theory and cognitive theory. A total of 35 leaders and 252 employees from national oil organizations in Libya participated in the study. The findings of this study revealed that transformational and transactional leadership styles were significant predictors of employees' job performance except organizational citizenship behaviours towards individuals (OCB-I). This study, however, supported the premises of the path-goal theory and the leader-member exchange theory, and it confirms the importance of employees' characteristics as a moderator on the relationship between leadership style and some dimensions of employees' job performance, i.e. innovative citizenship behaviours, organizational citizenship behaviours towards organizations, and task performance. While the effect of employees' openness to experience on the relationship between transformational style and innovative citizenship behaviours was positively significant, the impact of conscientiousness and self-efficacy on the relationship between transactional leadership and OCB-O, and between transformational leaders and task performance were negatively significant. These findings, therefore, strongly suggest the importance of employees' characteristics in the selection process and it also supports the importance of employees' characteristics in the relationship between leaders and their employees.

**Keywords:** employees' job performance, leadership style, employees' characteristics

## ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji kesan sederhana ciri-ciri pekerja (keramahan, keterbukaan kepada pengalaman, sifat penyederhana, dan keberkesanan diri) terhadap hubungan antara gaya kepimpinan dan prestasi kerja. Kajian ini dilakukan kerana dalam kajian lepas mengenai hubungan antara gaya kepimpinan dan prestasi pekerja, dapatan kajian adalah tidak konsisten. Oleh kerana itu, aliran kajian baru muncul yang mencadangkan penerokaan daripada kesan pemboleh ubah ketiga yang lebih baik boleh menjelaskan sifat perkaitan ini. Banyak teori telah menekankan keperluan untuk menjelaskan peranan ciri-ciri pekerja dalam hubungan antara pemimpin-pekerja. Kajian ini menyepadukan empat teori, iaitu teori laluan-matlamat, teori pertukaran *Leader-Member*, teori pertukaran sosial dan teori kognitif. Seramai 35 pemimpin dan 252 pekerja dari organisasi minyak kebangsaan di Libya telah mengambil bahagian dalam kajian ini. Hasil kajian ini menunjukkan bahawa gaya kepimpinan transformasi dan transaksi adalah peramal bererti prestasi kerja pekerja kecuali kelakuan kewarganegaraan organisasi mengarah ke individu (OCB-I). Walau bagaimanapun, kajian ini disokong premis teori laluan-matlamat dan teori pertukaran *Leader-Member*, dan ia mengesahkan kepentingan ciri-ciri pekerja sebagai moderator kepada hubungan antara gaya kepimpinan dan beberapa dimensi prestasi kerja pekerja, (iaitu kelakuan inovatif kewarganegaraan, kelakuan kewarganegaraan organisasi untuk organisasi, dan prestasi tugas). Walaupun kesan keterbukaan pekerja terhadap pengalaman mengenai hubungan antara gaya transformasi dan kelakuan inovatif kewarganegaraan adalah signifikan positif, kesan sifat berhati-hati dan keberkesanan diri dalam hubungan antara kepimpinan transaksi dan OCB-O, dan antara pemimpin transformasi dan prestasi tugas adalah signifikan negatif. Dapatan kajian ini mencadangkan betapa pentingnya ciri-ciri pekerja dalam proses pemilihan dan ia sangat menyokong kepentingan ciri-ciri pekerja dalam hubungan antara pemimpin dan pekerja.

**Kata kunci:** prestasi kerja, gaya kepimpinan, ciri-ciri pekerja



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## LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
FFM	Five Factor Model
GDP	Gross Domestic Product
GLCs	Government linked companies
GoF	Goodness of Fit
LMX	Leader–member exchange
LNOC	Libyan National Oil Corporation
MLQ5X	Multifactor Leadership Questionnaire, Form 5X
OCB	Organizational Citizenship Behaviour
OCB-I	Organizational Citizenship Behaviour Directed to Individual
OCB-O	Organizational Citizenship Behaviour Directed to Organization
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PLS	Partial Least Squares
SPSS	Software Package for Statistical Analysis
UUM	Universiti Utara Malaysia
VIF	Variance Inflation Factors



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter outlines the background of the study by exploring the contexts that shape the research. The chapter also presents the statement of the problem, the research objectives as well as the research questions. The importance of the study, the limitations and the structure of the study are also highlighted in this chapter.

#### **1.2 Background of the Study**

The importance of an appropriate leadership style in guiding the employees and organization as a whole has attracted the interest of both scholars and practitioners alike (Rowe, Cannella, Rankin & Gorman 2005; Liang, Chan, Lin & Huang, 2011; Paracha, Qamar, Mirza, Inam-ul-Hassan & Waqas, 2012). Also, the desire or thrust to develop better leadership styles is becoming an issue of increasing importance in both developed and developing countries (Oluseyi & Ayo, 2009). Equally important is employees' performance which has been described as "an important block of an organization" (Abbas & Yaqoob, 2009, p. 269). Generally, there is a consensus that the success of an organization hinges on the styles and skills of a leader (see Mosadegh & Yarmohammadian, 2006). In almost the same way, the success or failure of subordinates is heavily influenced by the leadership styles in place in an organization (Berson, Shamair, Avolio & Popper, 2001; Wang, Law & Hackett 2005; Zacharatos, Barling & Kelloway, 2000). Of late, questions have arisen as to how a subordinate can work more efficiently and effectively to increase the productivity and growth of a firm (Abbas & Yaqoob, 2009, p. 269). Some studies have also shown that effectiveness of leaders has a direct impact on both the performance of

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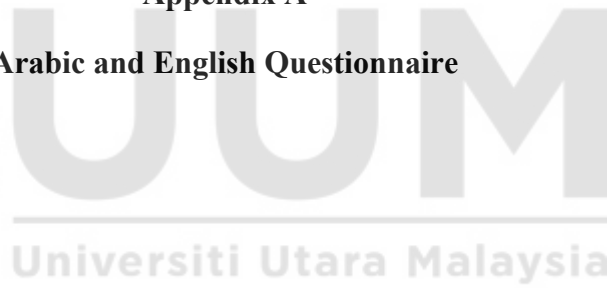
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## APPENDIXES



### Appendix A Arabic and English Questionnaire





## لرحمن لرحيم

ليكم ورحم بركتكم

اخوتي/ اخي المهنيتي (ة):

أنا طلب دراسات عليا من جامعتك وأتقدم إليكم بطلب لدراسة الماجستير في مجال إدارة الأعمال. أراكم كموظفين في شركاتكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم.

نظرا إلى أنني أرى أن جامعتكم من أفضل الجامعات في العالم وأنها تتميز بأعلى مستويات أكاديمية وأنها تتميز بأعلى مستويات أكاديمية وأنها تتميز بأعلى مستويات أكاديمية. أراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم.

أنا أرى أن جامعتكم من أفضل الجامعات في العالم وأنها تتميز بأعلى مستويات أكاديمية وأنها تتميز بأعلى مستويات أكاديمية وأنها تتميز بأعلى مستويات أكاديمية. أراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم.

1

Universiti Utara Malaysia

توجهت بطلب إلى إدارة الجامعة

من أجل التقديم على برنامج الماجستير في إدارة الأعمال. أراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم.

- قراءة كتابكم عن قبل.
- أراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم.
- أراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم وأراكم كموظفين في جامعةكم.

1

مختار الصلح قهيري  
فيلسوف  
المصاحف: نعم راحم

## مجمع مواضيع تبين ان لقادة

### لقسم أ: لمعلومات لدى موعداية

ففي هذه المدة لمرجوعكم أجلة أعني أعرض أ سؤلك على وقتك شخصكم الكريم اني فضل لك الرجاء وضع ع

( أ ) ( الامام أ بقاء فيليبس. أ

أ

1. لا جنس أ

أ كرا أ ( أ أ أ نثي أ ) أ

أ

2. أعمر ك أ

أ ( 30-2 أ ) ( 40-3 أ ) ( 50-4 أ ) ( 60-5 أ ) ( أ )

أ

3. أ مالمؤوق على وظيف على شركة

مدير ادارة ( ) ( نفسق ) ( شرف ) ( موظف ) ( )



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4. كم مرآل سنوات حضي لحي عملك في لشركة؟ .....



لقلسم ب اء قلوب في

الرجاء للكرميثوني حمل توي ال ملققة فوعدم ال ملققة إمن ١ التيلات التالية إمن ١ اء ال وطي يل ال وطين الكيني إل عل ولتحت ١  
وقادت ك اليم اشرة إئل لنبوضع إئلزة عل إل لقم متاح لخل قال فليبسة لار ج و إلكم إمرأ قال لقوة إل ملص ملققة إمن ذ ١ بة ١

أداء لموظف ع.ج.ه					
تفويض لمهام	أفض	وفيق	ليس ع.ج.ه رأي	أوفيق	ووافق بشدة
1	يقوم بتفويض لمهام لمخصصه لمبقي كل لمطوب	1	2	3	4
2	يقوم بتفويض لمهام وليا لذك ووفى ووصف لويضة	1	2	3	4
3	يقوم بأداء لمهام لمحققة فيه	1	2	3	4
4	يراعي متطلبات اداء لمثالي للعلم	1	2	3	4
5	ين خط في رشا ط استشر بمش رقتوي اداءه	1	2	3	4
6	يفض جوب من لمهام لتي يجب على تفقي ذه	1	2	3	4
7	يفضل في اداء لمهام لمجوده	1	2	3	4
أداء لمهام لمريضة					
1	حسن ووفى لعلمي فوق لمعدل	1	2	3	4
2	يقوم بتفويض مرسق عند غيبه عن لاعمل	1	2	3	4
3	يقوم بأخذ لمراحات غير متبعة	1	2	3	4
4	يقضي م عظمى في اجراء اتصا ل لشخصية	1	2	3	4
5	يشترك من شرا ع غير مدهم في ل عمل	1	2	3	4
6	يقوم بحطة مبيكات ل شركة	1	2	3	4
7	يلتزم باللوئح غير لسي ل لتعلق قبل لحاظ على لنظام	1	2	3	4
8	يساعد خرين ل تخمين	1	2	3	4
9	يساعد خرين لمقولة ا عمال	1	2	3	4
10	يقوم بمساعدة لمشرف حن ي طيب فيه لك	1	2	3	4
11	يساعد لمشاركه ومخاوف ز ع في لاعمل	1	2	3	4
12	يساعد لموظفين لجدد	1	2	3	4
13	يساعد عن لمصلحة لشخصية لدى لموظفين ا خرين	1	2	3	4
14	يقوم بمساعدة لمعلم لزم في ل عمل	1	2	3	4
15	يقدم لمراحات لمكثرة لمجرب ل لقسام أو ل شركة	1	2	3	4
16	يحاول لمكثا اذ اجراء اتفاضل لمصلح لقسام أو ل شركة	1	2	3	4
17	يحاول لمثل لسي ل طرق عمل لمشرفا على لمصلح لقسام أو ل شركة	1	2	3	4
18	يحاول لمثل لسي ل طرق عمل لمشرفا على لمصلح لقسام أو ل شركة	1	2	3	4
19	يقدم لموصى لمبخص ووص لمثل لتي تشر على لقسام أو ل شركة	1	2	3	4
20	يساعد دوم عن احدث غير اتفقي لقسام أو ل شركة	1	2	3	4

أخيرا: ١: ذلك ان تلاميذي كأي

9

شكر الله على ما آتانا من نعمه  
وإذا نحن أتت رغبت في البحث في كل ما يتعلق بالدراسة أو العمل وما نتج عنه  
فتتقدم في إتصالكم بالبحث

Ph-n: 0060175561512  
E-mail: [omarimhmed1984@yahoo.com](mailto:omarimhmed1984@yahoo.com)

←



## مجملہ قواعد و تنبیہات

**لقسم أ: لم غيومات لى موعىة**

فِي إِهْذَلِكَ قَوْلُ رَجُلٍ مِّنكُمْ أَسْمَىٰ جِلْبَةَ ابْنِ أَبِي عَصَىٰ سَوْدَةُ بِنْتُ حَالٍ عَلَىٰ قَبِيلَةِ أَخِي صَاحِبِ الْكَيْمِ أَتَىٰ فَضْلَكَ، الدَّرَجُ اعْوَضَ عَ ٦٦

(۷) امام اقبالؒ کی طلبہ کی طرف سے

←

1 لکھنؤ ۱۸

١٠ ١١ ١٢ ١٣ ١٤ ١٥

←

2. اعمرک ا

(60-51) (50-41) (40-31) (30-21)

←

3. لكم مثال سرنوات حضي نهي عمل افيل شركه؟ .....

تمرت علي عملك مع نفس المدير او المشرف للمبانشر؟

Universiti Utara Malaysia

4. كم من الأسر ذات مرتبة علي عملك من نفس المدير أو المشرف المباشر؟

لقسم ب: نماذج قوى اداة المدراء او لمشرفي ن لهما شين

ففي إطلاق اسم ابن النبي إوحى من طوكمرا أي كمر الخنفس وتوي إرادة التحولية والتبادلية إلى دراسة ابن خلدون فكم إليم اشر أو إيجو كليم اشر. البراجع قرأه إيعار ابتكالي في وضع نظرية تحول القوم الذي يخضع كسرو أي كسفي بمضمون إيل الإعارة. برآج و من كهم إيعار إيعارة في إلمص لوى إعداد إلبة.

نموذج لقيادة					
أفضل بشدة	وفائق	ليس عادي رأي	أوفائق	وأفائق بشدة	نموذج لقيادة انتقالية
1	1	2	3	4	5
2	1	2	3	4	5
3	1	2	3	4	5
4	1	2	3	4	5
5	1	2	3	4	5
6	1	2	3	4	5
7	1	2	3	4	5
8	1	2	3	4	5
9	1	2	3	4	5
10	1	2	3	4	5
نموذج لقيادة انتقالية					
1	1	2	3	4	5
2	1	2	3	4	5
3	1	2	3	4	5
4	1	2	3	4	5
5	1	2	3	4	5

لقسم ج: نماذج قوى لة المدراء او لمشفويين لهم اشدين

ففي هذا الجزء علقور ات التالى متة بحسب دلت الفاش خصرية (لش خصرية) ولف أقال فتيمة (من) بفتح ل يومي وذاخل ووخ ارج ال عمل. ارجو أ التذكر بغير المبالغة بقرعة عري ووض عطر أعلي الرق مالد ذية تحت علقور افايت فوق أم علقك طار جوم لك أم ارا عا لفة إلى مص لوية أ عند أبة.

اختصاصات الموظفين					
أوافق بشدة	أوافق	ليس عندي رأي	وافق	أبض بشدة	السمات الشخصية
أرى نفسي لفتن خاص					
5	4	3	2	1	يحمل بشائفاخطاءاخرين
5	4	3	2	1	فاعلاللشجر وغير لئلي مع اخرين
5	4	3	2	1	يبدأل فئات مع اخرين
5	4	3	2	1	لديه طيعة متسامحة
5	4	3	2	1	يتشربلجوع
5	4	3	2	1	يمكن أن يكون باردا اب و يحفظ

7	يخدم و طف لجهج	1	2	3	4	5
8	أجل ليكون قحاح مع خيون	1	2	3	4	5
9	يحب ليعاون مع ا خيون	1	2	3	4	5
10	يقوم بخدمه كذا	1	2	3	4	5
11	يولي الی حد ما	1	2	3	4	5
12	موظفي مكن تدماد غيه	1	2	3	4	5
13	يحيي يكون غير منظم	1	2	3	4	5
14	يحيي يكون لسول	1	2	3	4	5
15	يحب ليعاون مع ا خيون	1	2	3	4	5
16	يقوم بخدمه كذا	1	2	3	4	5
17	يقوم بوضع لخطوط و تبدلها	1	2	3	4	5
18	يشرد ذن ميس دولة	1	2	3	4	5
19	تفعل و يثني لفسكار جفدة	1	2	3	4	5
20	يحب ليعاون مع ا خيون	1	2	3	4	5
21	بارع و يتركب عمق	1	2	3	4	5
22	لديه مغلقة شريطة	1	2	3	4	5
23	يهدع	1	2	3	4	5
24	يقدر ليعاون مع ا خيون	1	2	3	4	5
25	فضل ليعاون مع ا خيون	1	2	3	4	5
26	يحب عكس افكار و لت بدها	1	2	3	4	5
27	لديه اقدام اتقني قسريطة	1	2	3	4	5
28	مقتنع بعبه و لم يبقى أو ا دب	1	2	3	4	5
الكفاءة لشلي						
1	غلبها مايحل ليشكل إذا ما حاول لغيرا	1	2	3	4	5
2	في حال عارضه أحدهم يبحث عن لوسئل و لطرق للتحول غي مايريده	1	2	3	4	5
3	يسدل غيه تبدل أدهله و يحققها	1	2	3	4	5
4	ويثق مديع المديع غيه مع ا حداث غير لتيقعة	1	2	3	4	5
5	فضل مديع لولس مديع ليعاون مع ل ح غير	1	2	3	4	5
6	يسيطر على حل مديع لشارك لفي حل البذل لجد لمطوب	1	2	3	4	5
7	يسيطر على بلقاء هانزا مديع ليعاون مع ا حداث ليعاون مع ا حداث	1	2	3	4	5
8	يحب ليعاون مع ا حداث ليعاون مع ا حداث	1	2	3	4	5
9	في حال و جفسن في شراطة يملك متفاني رفي ل حل	1	2	3	4	5
10	يسيطر على ليعاون مع ا حداث	1	2	3	4	5

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١

١

أخيرا :! ذلك ان نتلذذ بك أيّا  
تتربف بصل افنت لفر جواع للمتر هذبي ذلك ١١

.....

.....

.....

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.....

.....

شكر ال عاون لكم عا

واذا ائنت تتربف بصل لفر جواع للمتر هذبي ذلك ١١  
فتتربف بصل لفر جواع للمتر هذبي ذلك ١١

Ph-n: 0060175561512

E-mail: [omarimhmed1984@yahoo.com](mailto:omarimhmed1984@yahoo.com)

## Questionnaire Survey

### *For leaders*

Dear Ms/Miss/Mrs.

The questionnaire you are going to answer will be used for research purposes only and you are assured that your response will be treated with utmost confidentiality. There is no correct answer while some of these statements may seem repetitions, please take your time and try to be as honest as possible. Thank you for your cooperation in this matter.

#### SECTION A: Demographics of the respondent.

1. Gender:

1. Male

( )

( )

2. Female

2. Age

(1) 21 – 30

(2) 31 – 40

(3) 41-50

(4) 51-60

3. Job level

1. Manager

( )

2. Coordinator

( )

3. Supervisor

( )

)

4. General worker

( )

4. How many years have you been working in current company? .....



## SECTION B: Employees performance.

What is your opinion on the way your employees perform their jobs? Please tick the answer that reflects your opinion in the following statements:

1 = Strongly Disagree    2 = Disagree    3= No Opinion    4= Agree    5= Strongly Agree

Employee's job performance						
Task performance						
1	He/she adequately complete assigned duties.	1	2	3	4	5
2	He/she fulfil responsibilities specified in job description.	1	2	3	4	5
3	He/she perform tasks that are expected of him.	1	2	3	4	5
4	He/she meet formal performance requirements of the job.	1	2	3	4	5
5	He/she engage in activities that will directly affect his performance evaluation.	1	2	3	4	5
6	He/she neglect aspects of the job he is obliged to perform.	1	2	3	4	5
7	He/she fail to perform essential duties (reverse-scored)	1	2	3	4	5
Contextual job Performance						
1	He/she attendance at work is above the norm.	1	2	3	4	5
2	He/she give advance notice when unable to come to work.	1	2	3	4	5
3	He/she take underserved work breaks.	1	2	3	4	5
4	He/she great deal of time spent with personal phone conversations.	1	2	3	4	5
5	He/she complain about insignificant things at work.	1	2	3	4	5
6	He/she is conserve and protects organizational property.	1	2	3	4	5
7	He/she adhere to informal rules devised to maintain order.	1	2	3	4	5
8	He/she help others who have been absent.	1	2	3	4	5

9	He/she helps others who have heavy workload.	1	2	3	4	5
10	He/she assist supervisor with his or her work when not asked.	1	2	3	4	5
11	He/she always take time to listen to co-workers' problems and worries.	1	2	3	4	5
12	He/she always go out of my way to help new employees.	1	2	3	4	5
13	He/she take personal interest in other employees.	1	2	3	4	5
14	He/she pass along information to co-workers.	1	2	3	4	5
15	He/she tries to make innovative suggestions to improve the department/organization.	1	2	3	4	5
16	He/she tries to adopt improved procedures for the department/organization.	1	2	3	4	5
17	He/she tries to institute new more effective work methods for the department/organization.	1	2	3	4	5
18	He/she tries to make constructive suggestions for improving how things operate in this department/organization.	1	2	3	4	5
19	He/she makes recommendations on issues that affect the department/organization.	1	2	3	4	5
20	He/she speaks up for new changes in this department/organization.	1	2	3	4	5

**Questionnaire Survey**  
***For Employees***

Dear Ms/Miss/Mrs.

The questionnaire you are going to answer will be used for research purposes only and you are assured that your response will be treated with utmost confidentiality. There is no correct answer while some of these statements may seem repetitions, please take your time and try to be as honest as possible. Thank you for your cooperation in this matter.

**SECTION A: Demographics of the respondent**

1. Gender:

1. Male  
( )

2. Female

( )

2. Age

(1) 21 – 30

(2) 31 – 40

(3) 41-50

(4) 51-60

3. How many years have you worked with your present supervisor or manager?

.....

4. How many years have you been working in current company? .....

## SECTION B: LEADERSHIP STYLE.

What is your opinion on the way your Head of Department reflects the following leadership style? Please tick the answer that reflects your opinion in the following statements:

1 = Strongly Disagree      2 = Disagree      3= No Opinion      4= Agree      5= Strongly Agree

Leadership style		Strongly disagree	Disagree	No Opinion	Agree	Strongly Agree
<b>Transformational leadership</b>						
1	My leader Instils pride in me	1	2	3	4	5
2	My leader Spends time teaching and coaching	1	2	3	4	5
3	My leader Considers moral and ethical consequences	1	2	3	4	5
4	My leader Views me as having different needs, abilities, and aspirations	1	2	3	4	5
5	My leader Listens to my concerns	1	2	3	4	5
6	My leader Encourages me to perform	1	2	3	4	5
7	My leader Increases my motivation	1	2	3	4	5
8	My leader Encourages me to think more creatively	1	2	3	4	5
9	My leader Sets challenging standards	1	2	3	4	5
10	My leader Gets me to rethink never-questioned ideas	1	2	3	4	5
<b>Transactional Leadership style</b>						
1	My leader Makes clear expectation	1	2	3	4	5
2	My leader Will take action before problems are chronic	1	2	3	4	5
3	My leader Tells us standards to carry out work	1	2	3	4	5
4	My leader Works out agreements with me	1	2	3	4	5
5	My leader Monitors my performance and keeps track of mistake	1	2	3	4	5

## SECTION C: PERSONALITY AND SELF-EFFICACY.

The following questions are related to your own characteristics (personality and self-efficacy) please tries to be honest as much as you can. Please tick the answer that reflects your opinion in the following statements:

1 = Strongly Disagree      2 = Disagree      3= No Opinion      4= Agree      5= Strongly Agree

Employees' Characteristics		Strongly disagree	Disagree	No Opinion	Agree	Strongly Agree
<b>Personality</b>						
<b>I see Myself as Someone Who</b>						
1	Tends to find fault with others	1	2	3	4	5
2	Is helpful and unselfish with others	1	2	3	4	5
3	Starts quarrels with others	1	2	3	4	5
4	Has a forgiving nature	1	2	3	4	5
5	Is generally trusting	1	2	3	4	5
6	Can be cold and aloof	1	2	3	4	5
7	Is considerate and kind to almost everyone	1	2	3	4	5
8	Is sometimes rude to others	1	2	3	4	5
9	Likes to cooperate with others	1	2	3	4	5
10	Does a thorough job	1	2	3	4	5
11	Can be somewhat careless	1	2	3	4	5
12	Is a reliable worker	1	2	3	4	5
13	Tends to be disorganized	1	2	3	4	5
14	Tends to be lazy	1	2	3	4	5
15	Perseveres until the task is finished	1	2	3	4	5
16	Does things efficiently	1	2	3	4	5
17	Makes plans and follows through with them	1	2	3	4	5
18	Is easily distracted	1	2	3	4	5
19	Is original, comes up with new ideas	1	2	3	4	5
20	Is curious about many different things	1	2	3	4	5
21	Is ingenious, a deep thinker	1	2	3	4	5
22	Has an active imagination	1	2	3	4	5
23	Is inventive	1	2	3	4	5
24	Values artistic, aesthetic experiences	1	2	3	4	5

25	Prefers work that is routine	1	2	3	4	5
26	Likes to reflect, play with ideas	1	2	3	4	5
27	Has few artistic interests	1	2	3	4	5
28	Is sophisticated in art, music, or literature	1	2	3	4	5
<b>Self-efficacy</b>						
1	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4	5
2	If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4	5
3	It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
4	I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
5	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
6	I can solve most problems if I invest the necessary effort.	1	2	3	4	5
7	I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4	5
8	When I am confronted with a problem, I can usually find several solutions.	1	2	3	4	5
9	If I am in trouble, I can usually think of a solution	1	2	3	4	5
10	I can usually handle whatever comes my way.	1	2	3	4	5

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**Appendix B**  
**Missing Values**  
**Of the measurement model items**

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# Missing Values Output

## Result Variables

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	TFS01_1	0	1	227	227	SMEAN(TFS01)
2	TFS02_1	0	1	227	227	SMEAN(TFS02)
3	TFS03_1	0	1	227	227	SMEAN(TFS03)
4	TFS04_1	0	1	227	227	SMEAN(TFS04)
5	TFS05_1	0	1	227	227	SMEAN(TFS05)
6	TFS06_1	0	1	227	227	SMEAN(TFS06)
7	TFS07_1	0	1	227	227	SMEAN(TFS07)
8	TFS08_1	0	1	227	227	SMEAN(TFS08)
9	TFS09_1	0	1	227	227	SMEAN(TFS09)
10	TFS10_1	0	1	227	227	SMEAN(TFS10)
11	TCS01_1	0	1	227	227	SMEAN(TCS01)
12	TCS02_1	0	1	227	227	SMEAN(TCS02)
13	TCS03_1	0	1	227	227	SMEAN(TCS03)
14	TCS04_1	0	1	227	227	SMEAN(TCS04)
15	TCS05_1	0	1	227	227	SMEAN(TCS05)
16	PAG01_1	0	1	227	227	SMEAN(PAG01)
17	PAG02_1	0	1	227	227	SMEAN(PAG02)
18	PAG03_1	6	1	227	227	SMEAN(PAG03)
19	PAG04_1	0	1	227	227	SMEAN(PAG04)
20	PAG05_1	0	1	227	227	SMEAN(PAG05)
21	PAG06_1	0	1	227	227	SMEAN(PAG06)
22	PAG07_1	0	1	227	227	SMEAN(PAG07)
23	PAG08_1	8	1	227	227	SMEAN(PAG08)
24	PAG09_1	0	1	227	227	SMEAN(PAG09)
25	PCO01_1	0	1	227	227	SMEAN(PCO01)
26	PCO02_1	0	1	227	227	SMEAN(PCO02)
27	PCO03_1	0	1	227	227	SMEAN(PCO03)
28	PCO04_1	0	1	227	227	SMEAN(PCO04)
29	PCO05_1	0	1	227	227	SMEAN(PCO05)
30	PCO06_1	1	1	227	227	SMEAN(PCO06)
31	PCO07_1	1	1	227	227	SMEAN(PCO07)
32	PCO08_1	1	1	227	227	SMEAN(PCO08)
33	PCO09_1	1	1	227	227	SMEAN(PCO09)
34	POE01_1	0	1	227	227	SMEAN(POE01)
35	POE02_1	0	1	227	227	SMEAN(POE02)
36	POE03_1	0	1	227	227	SMEAN(POE03)
37	POE04_1	0	1	227	227	SMEAN(POE04)
38	POE05_1	0	1	227	227	SMEAN(POE05)



39	POE06_1	0	1	227	227	SMEAN(POE06)
40	POE07_1	0	1	227	227	SMEAN(POE07)
41	POE08_1	0	1	227	227	SMEAN(POE08)
42	POE09_1	0	1	227	227	SMEAN(POE09)
43	POE10_1	0	1	227	227	SMEAN(POE10)
44	SEF01_1	1	1	227	227	SMEAN(SEF01)
45	SEF02_1	2	1	227	227	SMEAN(SEF02)
46	SEF03_1	1	1	227	227	SMEAN(SEF03)
47	SEF04_1	1	1	227	227	SMEAN(SEF04)
48	SEF05_1	1	1	227	227	SMEAN(SEF05)
49	SEF06_1	0	1	227	227	SMEAN(SEF06)
50	SEF07_1	2	1	227	227	SMEAN(SEF07)
51	SEF08_1	2	1	227	227	SMEAN(SEF08)
52	SEF09_1	1	1	227	227	SMEAN(SEF09)
53	SEF10_1	1	1	227	227	SMEAN(SEF10)
54	TAP01_1	0	1	227	227	SMEAN(TAP01)
55	TAP02_1	1	1	227	227	SMEAN(TAP02)
56	TAP03_1	0	1	227	227	SMEAN(TAP03)
57	TAP04_1	3	1	227	227	SMEAN(TAP04)
58	TAP05_1	1	1	227	227	SMEAN(TAP05)
59	TAP06_1	0	1	227	227	SMEAN(TAP06)
60	TAP07_1	0	1	227	227	SMEAN(TAP07)
61	OCBO01_1	0	1	227	227	SMEAN(OCBO01)
62	OCBO02_1	0	1	227	227	SMEAN(OCBO02)
63	OCBO03_1	2	1	227	227	SMEAN(OCBO03)
64	OCBO04_1	0	1	227	227	SMEAN(OCBO04)
65	OCBO05_1	0	1	227	227	SMEAN(OCBO05)
66	OCBO06_1	0	1	227	227	SMEAN(OCBO06)
67	OCBO07_1	0	1	227	227	SMEAN(OCBO07)
68	OCBI01_1	0	1	227	227	SMEAN(OCBI01)
69	OCBI02_1	0	1	227	227	SMEAN(OCBI02)
70	OCBI03_1	0	1	227	227	SMEAN(OCBI03)
71	OCBI04_1	0	1	227	227	SMEAN(OCBI04)
72	OCBI05_1	0	1	227	227	SMEAN(OCBI05)
73	OCBI06_1	0	1	227	227	SMEAN(OCBI06)
74	OCBI07_1	2	1	227	227	SMEAN(OCBI07)
75	INNOV01_1	0	1	227	227	SMEAN(INNOV01)
76	INNOV02_1	0	1	227	227	SMEAN(INNOV02)
77	INNOV03_1	0	1	227	227	SMEAN(INNOV03)
78	INNOV04_1	2	1	227	227	SMEAN(INNOV04)
79	INNOV05_1	0	1	227	227	SMEAN(INNOV05)
80	INNOV06_1	0	1	227	227	SMEAN(INNOV06)



## **Appendix C**

### **Assessment of measurement model items**

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### Appendix D.1: Latent Variable Correlations

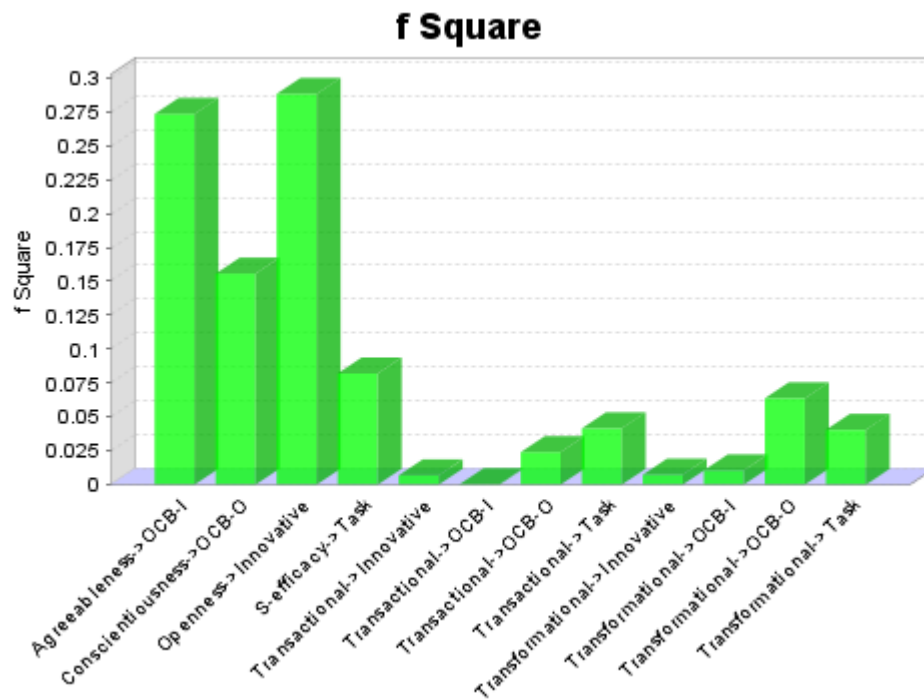
	1	2	3	4	5	6	7	8	9	10
<b>Agreeableness</b>	1.000									
<b>Conscientiousness</b>	0.406	1.000								
<b>Innovative</b>	0.208	0.252	1.000							
<b>OCB-I</b>	0.509	0.407	0.311	1.000						
<b>OCB-O</b>	0.196	0.462	0.304	0.408	1.000					
<b>Openness</b>	0.313	0.481	0.510	0.255	0.310	1.000				
<b>S-efficacy</b>	0.398	0.458	0.396	0.374	0.505	0.479	1.000			
<b>Task</b>	0.279	0.311	0.272	0.301	0.475	0.203	0.394	1.000		
<b>Transactional</b>	0.168	0.120	0.188	0.107	0.303	0.146	0.230	0.355	1.000	
<b>Transformational</b>	0.343	0.371	0.253	0.258	0.449	0.278	0.389	0.402	0.461	1.000

### R Square

	R Square
<b>Innovative</b>	0.278
<b>OCB-I</b>	0.267
<b>OCB-O</b>	0.319
<b>Task</b>	0.259

### R Square Adjusted

	R Square
<b>Innovative</b>	0.267
<b>OCB-I</b>	0.255
<b>OCB-O</b>	0.308
<b>Task</b>	0.247



Average Variance Extracted (AVE)

	AVE
Agreeableness	0.565
Conscientiousness	0.611
Innovative	0.765
OCB-I	0.700
OCB-O	0.706
Openness	0.750
S-efficacy	0.668
Task	0.765
Transactional	0.652
Transformational	0.658

### Composite Reliability

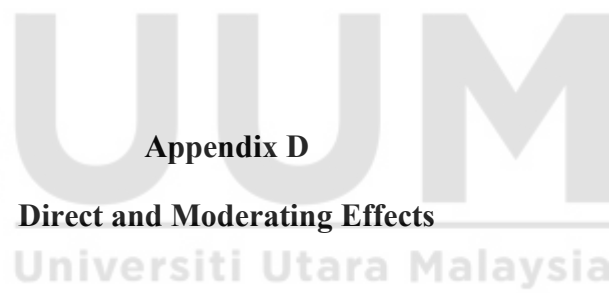
	Composite Reliability
Agreeableness	0.865
Conscientiousness	0.917
Innovative	0.929
OCB-I	0.921
OCB-O	0.905
Openness	0.937
S-efficacy	0.942
Task	0.907
Transactional	0.882
Transformational	0.945

### Cronbachs Alpha

	Cronbachs Alpha
Agreeableness	0.806
Conscientiousness	0.894
Innovative	0.898
OCB-I	0.892
OCB-O	0.859
Openness	0.916
S-efficacy	0.929
Task	0.846
Transactional	0.822
Transformational	0.935

### Collinearity Statistic (VIF)

	Innovative	OCB-I	OCB-O	Task
Agreeableness		1.133		
Conscientiousness			1.165	
Innovative				
OCB-I				
OCB-O				
Openness	1.084			
S-efficacy				1.183
Task				
Transactional	1.271	1.271	1.276	1.275
Transformational	1.348	1.399	1.458	1.423



## **Appendix D**

### **Direct and Moderating Effects**

### Direct and Moderating Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
Agreeableness -> OCB-I	0.482	0.477	0.062	7.708	0.000
Agreeableness -> Transactional -> OCB-I	-0.153	-0.053	0.214	0.714	0.238
Agreeableness -> Transformational -> OCB-I	-0.139	-0.214	0.114	1.217	0.112
Conscientiousness -> OCB-O	0.342	0.345	0.066	5.217	0.000
Conscientiousness -> Transactional -> OCB-O	-0.302	-0.319	0.148	2.041	0.021
Conscientiousness -> Transformational -> OCB-O	-0.135	-0.160	0.117	1.152	0.125
Openness -> Innovative	0.475	0.472	0.063	7.592	0.000
Openness -> Transactional - > Innovative	0.041	-0.087	0.156	0.264	0.396
Openness -> Transformational -> Innovative	0.214	0.263	0.138	1.548	0.061
S-efficacy -> Task	0.197	0.199	0.064	3.102	0.001
S-efficacy -> Transactional - > Task	-0.096	-0.145	0.132	0.722	0.235
S-efficacy -> Transformational -> Task	-0.382	-0.359	0.129	2.975	0.002
Transactional -> Innovative	0.045	0.037	0.068	0.656	0.256
Transactional -> OCB-I	-0.009	0.007	0.078	0.117	0.454
Transactional -> OCB-O	0.139	0.138	0.070	1.980	0.024
Transactional -> Task	0.209	0.216	0.075	2.794	0.003
Transformational -> Innovative	0.133	0.147	0.076	1.751	0.040
Transformational -> OCB-I	0.052	0.031	0.074	0.702	0.242
Transformational -> OCB-O	0.231	0.221	0.077	2.984	0.001

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
Transformational -> Task	0.151	0.146	0.078	1.933	0.027



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**Appendix E**  
**List of Publications**

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Universiti Utara Malaysia

Imhmed, O. I. O. Md Said, N. P., & Sharif, M. Y. (2010). Learning motivation: a study of international students in universiti utara malaysia (UUM). 5<sup>th</sup> National Human Resource Management Conference 2010

Imhmed, O. I. O. & Sharif, M. Y. (2014). The Relationship between Leadership Style and Employee Performance in the Libyan Oil and Gas Industry: A Literature Review. PROCEEDINGS the Seventh National Human Resource Management Conference 2014 “Capitalizing On Human Capital Towards Sustainable Business In Global Economy”.

Imhmed, O. I. O. & Sharif, M. Y. (2015). Openness to experience as a moderator in the relationship between leadership style and employees performance. International Conference On Bussiness Management Proceedings, Engine of Growth for Nation Building: ISBN 978-957-0910-05-5.

Imhmed, O. I. O. & Sharif, M. Y. (2015). Conscientiousness as a moderator in the relationship between transformational leadership style and ocb-o. International Conference On Bussiness Management Proceedings, Engine of Growth for Nation Building: ISBN 978-957-0910-05-5.